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PERFORMANCE MONITORING PLAN

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

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Abbreviations & Terms

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives, Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
FAF	Foreign Assistance Framework
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PBB	Performance Based Budgeting
PBT	Project-Based Training
PIT	Performance Indicator Table
PRT	Provincial Reconstruction Team
PSC	Private Security Company
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
SDAG	Service Delivery Advisory Group
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistance
TAMIS	Technical Assistance Management Information System
TOR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
WP	Work Plan

Terms

<i>Gozar</i>	Neighborhood
<i>Kalantar / Wakil</i>	Nahya or gozar representative
<i>Moustoufiat</i>	The provincial-level branch of the Ministry of Finance
<i>Nahya</i>	Municipal District
<i>Qaryadars</i>	Village leaders
<i>Safayi</i>	Service charge and property tax
<i>Tashkeel</i>	Administrative structure of a GIRoA entity
<i>Zarang</i>	Three-wheeled motorized vehicle

Introduction

On January 27, 2011 the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) was awarded to DAI, although due to President Karzai's Private Security Company (PSC) Decree, the project didn't mobilize until March 17, 2011. The project was designed with the purpose of creating effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North (RC-N).

On May 30, 2011 the FY11 Work Plan (WP), Performance Monitoring Plan (PMP) and Public Relations Strategy (PRS) were submitted to USAID for approval and the team started to implement activities outlined in these documents. By August, 2011 RAMP UP North was informed that the funding realities had changed and the program was no longer going to receive \$50M a year as stated in the contract. Following the new funding situation, the team presented on November, 2011 a new WP that outlined the new approach, detailed activities and anticipated results. This WP was approved by USAID on December 2, 2011.

Following the approval of the WP, DAI presented the PMP that laid out a conceptual and operational framework to measure progress toward new WP activities and successes in achieving program objectives. This PMP was approved February 16, 2012 and served as the document against which results and impact were measured.

In early October 2012 RAMP UP North worked with USAID to revise the contract Scope of Work (SoW) and realign the budget. Following the approval of the revised SoW on December 9, 2012 a revised Work Plan (WP) covering the last year of the contract has been presented to USAID. In May 2013, USAID and RAMP UP North again worked together to revise the contract Scope of Work (SoW) and realign the budget. Following the approval of the revised SoW on May 23, 2013, a revised Work Plan covering the last year of the contract was presented to USAID.

DAI is hereby presenting the updated PMP that includes changes made to align the indicators and targets with both the revised SoW and WP. This PMP also lays out a conceptual and operational framework to measure progress on activities outlined in the new WP and success in achieving program objectives.

RAMP UP North activities are broken into three primary activity areas, each labeled as a Contract Line Item Number (CLIN):

CLIN 1 ~ Capacity Building of GIRoA Officials at the Municipal Level: All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level. This Capacity Building is provided through functional training related to the Sustainable Service Delivery Improvement projects, regional-level workshops and technical assistance.

CLIN 2 ~ Support the GIRoA to deliver services to citizens in target municipalities and enhance citizen perception of municipal governance: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of Service Delivery Improvement Projects (SDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long-term. These projects will be selected by the community, approved by the municipality, monitored by both and sustained by expanded municipal revenues.

CLIN 3 ~ Support to the GIRoA to Increase Revenue at the Municipal Level: Activities implemented under this CLIN support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

Given its limited funding, the project views itself as primarily a capacity building program that promotes small-scale, sustainable service delivery improvement projects. It seeks to use these projects to improve livelihoods, link community to government, and use real world tasks associated with project implementing as the foundation of lasting capacity building. At the same time, it uses these projects as the gateway for expanding revenues and improving the local business climate, thus improving economic conditions.

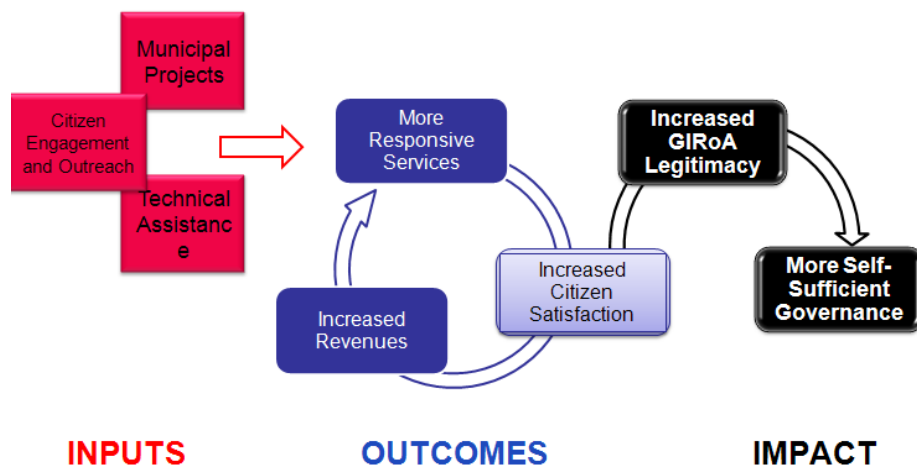
RAMP UP North's Objective and Development Proposition

RAMP UP North's primary objective is to create an effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance in the nine provinces that comprise the international Security Assistance

Force's (ISAF's) Regional Command North. This objective feeds into the USAID/Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance. It will do so through its three Intermediate Results, each corresponding to one CLIN: (a) Increased Capacity of GIROA Municipal Institutions; (b) Improved Delivery of Municipal Services to Citizens in Targeted Municipalities; and (c) Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth.

The RAMP UP North's development proposition is that when citizens receive better services, understand the responsibilities of municipal leaders and play an active role in municipal decision-making, they are more likely to see local governance structures as legitimate. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to progressively expand and improve services. This Performance Management Plan (PMP) specifies how RAMP UP North measures the outputs and outcomes of its activities.

Figure: RAMP UP North's Development Proposition



RAMP UP North measures its impact on the program level in terms of number of citizens who indicate confidence and trust in municipal government; notice improvements in provision of services and feel that they are included in municipal decision-making. Intermediate results are being measured through a combination of output and outcome indicators. Given the small scale of the program, the interventions will be modest yet significant in teaching real-world examples of lasting capacity.

Indicator Overview

RAMP UP North activities are broken into three major components, each labeled as a distinct Contract Line Item Number (CLIN): CLIN 1 - Capacity Building of the GIROA officials at the municipal level; CLIN 2 - Support to the GIROA to provide responsive, effective, and visible municipal service delivery programs; and CLIN 3 - Support to the GIROA to improve economic development and revenue generation at the Municipal level.

RAMP UP North's activities and impact are tracked through three Impact Indicators (Program Objectives); three Intermediate Results broken down into 12 indicators; and five cross-cutting reporting indicators that support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2 – Governing Justly and Democratically.

RAMP UP North's CLIN structure can broadly be understood as three overlapping Intermediate Results (IRs) that measure how effective RAMP UP North is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIROA partners.

Results for each indicator are reported on either a quarterly or an annual basis. There are 14 quarterly indicators and four annual indicators. The Performance Indicator Table (PIT) included at the end presents cumulative results including the reporting period as charted against "targets" by Fiscal Year.

Program Objectives:

RAMP UP North's goal is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the international Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North measures its impact on the program level in terms of the number of citizens who indicate: confidence and trust in municipal government, improvement in provision of services, and a sense of inclusion in municipal decision-making. Intermediate results are measured through a combination of output and outcome indicators. Given the small scale of the program, the interventions are modest yet significant in teaching real-world examples of lasting capacity. The following table presents the program objective indicators on project-level results:

Program Objective
PO Indicator 1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services
PO Indicator 2: % of civil society and business representatives who rate the performance of the mayor in communicating with them as acceptable or better
PO Indicator 3: % of civil society and business representatives who rate the performance of the mayor in including them in decision-making as acceptable or better

Intermediate Result (IR) 1: Increased Capacity of GIROA Municipal Institutions

IR 1, directly related to CLIN 1, tracks information on RAMP UP North program activities that directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 1 / IR 1: Increased Capacity of GIROA Municipal Institutions
IR Indicator 1.1: # of public budget meetings (hearings) organized with RAMP UP North assistance
IR Indicator 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government*
IR Indicator 1.3: # of individuals (citizens and municipal officials) who received RAMP UP North training, to strengthen local government and/or decentralization
IR Indicator 1.4: # of municipalities that improve their development budget execution rates over the previous fiscal year
IR Indicator 1.5: # of municipalities that comply in a timely manner with existing GIROA requirements related to budget preparation.

IR 1.1: # of public budget meetings (hearings) organized with RAMP UP North assistance

In order to increase legitimacy, citizens must be able to engage in or contribute to dialogue on how the resources afforded both by municipal revenues as well as those furnished by RAMP UP North are used and priorities identified. To accomplish this, the GIROA must not only actively solicit citizen input, but must also be perceived by targeted municipalities as responsive to their needs. Guided by the goal of increasing GIROA's legitimacy as a service provider, RAMP UP North makes a concerted effort to implement activities with and through the GIROA to identify community priorities and resolve community concerns.

IR 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government¹

RAMP UP North will work with municipalities and advisory groups to facilitate community-wide conversations around municipal budget priority-setting, as well as transparent municipal communication around final budget figures. RAMP UP North will continue to focus on improving communication of municipal officials with citizens and especially vulnerable groups such as women.

IR 1.3: # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization

Capacity building will be provided through functional training related to the service delivery projects followed by regional training workshops and on-going technical assistance. These indicators focus on the retention of knowledge obtained which leads to an increased capacity level of municipal officials to manage their resources and provide quality services. Increased knowledge of citizens on their rights will also contribute to their active involvement in decision-making and monitoring, creating thus mechanisms that promote cooperation between citizens and municipal officials.

IR 1.4: # municipalities that improve their development budget execution rates over the previous fiscal year

RAMP UP North and municipal officials will collaboratively select one or more projects from the municipality's development budget to serve as demonstration projects for project management and procurement functional

¹ Mission Indicator

training and the improvement of budget execution rates. RAMP UP North Embedded Engineers will provide functional training and technical assistance throughout all phases of project planning, procurement, implementation and monitoring, and closeout; doing so will also serve to increase the execution rate for each municipality's development budget.

IR 1.5: # municipalities that comply in timely manner with existing GIRoA requirements related to budget preparation

Municipalities struggle to meet General Directorate of Municipal Affairs (GDMA) budget preparation requirements, which then negatively impacts the timing of the budget approval leading to their inability to expend development budgets due to the lack of proper approvals. Lack of budget planning and expertise to plan, design and implement projects as well as the lack of mechanisms that allow citizens to provide input and hold municipal officials accountable, impacts poor budget execution performance. Assisting municipalities to meet the deadlines and comply with the GIRoA requirements with budget preparation and execution along with ensuring citizen participation prior to and subsequent to budget approval and providing technical support in the design and development of municipal development projects will allow these municipalities to begin spending their budgets earlier in the year thus improving their budget execution rates.

Intermediate Result (IR) 2

Improved Delivery of Municipal Services to Citizens in Targeted Municipalities

IR 2, directly related to CLIN 2, reports measured results of RAMP UP North's performance in supporting the GIRoA in providing responsive, effective, and visible municipal service delivery programs: Activities carried out under IR 2 / CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of Sustainable Service Delivery Improvement Projects (SSDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long-term.

CLIN 2 / IR 2: Improved Delivery of Municipal Services to Citizens in Targeted Municipalities
IR Indicator 2.1: # of projects completed with community and GIRoA involvement
IR Indicator 2.2: % of projects implemented that continue to be sustainable after completion
IR Indicator 2.3: % of citizens with regular access to municipality-provided services improved with RAMP UP North assistance
IR Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national government
IR Indicator 2.5: # of meetings conducted between community councils and governmental entities

IR 2.1: # of projects completed with community and GIRoA involvement²

RAMP UP North is using small-scale sustainable service improvements as a laboratory to build capacity of municipal officials and link citizen-based priorities to municipal decision-making processes. These small projects, identified by citizen-based Service Delivery Advisory Group in cooperation with the municipality, are small to medium in size but high in impact due to the emphasis on sustainability. Public engagement and citizen participation are critical to forming the stakeholder ownership of these projects, necessary to expand municipal revenue collection that will sustain basic services. RAMP UP North will track the performance of the services these projects address, as it will help inform future activities and their sustainability.

IR 2.2: # of projects implemented that continue to be sustainable after completion

The projects funded by the program serve various purposes: increase the availability of and/or improve the quality of a particular service; create a learning environment where citizens play an important role in determining their community needs, serve as a vehicle to build municipal officials' capacity, and ultimately increase revenues for the municipalities. A strong indicator that the project has reached these objectives will be its proven sustainability after the project is completed.

IR 2.3: % of citizens with regular access to municipality-provided services improved with RAMP UP North assistance

Visible service delivery is an essential component to RAMP UP North's development proposition. If municipalities are unable to provide essential and desirable services to their citizens, there is a stronger likelihood that citizens will not view the GIRoA as legitimate, and, in turn, may support insurgent groups who can provide a modicum of services

² Mission Indicator

compared to those provided by the GIRoA. While the program is modest in size, its goal is to ultimately reach a high number of citizens through improved basic services such as trash collection, park rehabilitation and market improvements.

IR 2.4: # of citizens participating in local mechanisms to engage their sub-national government

Active cooperation between GIRoA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue about budget priority settings. RAMP UP North's projects are an ideal platform on which to encourage this type of cooperation thus strengthening overall stability and contributing to GIRoA's legitimacy. A higher number of citizens engaging in these dialogues indicates an increased expectation on the side of the citizens that the municipality can and will provide services needed to the community.

IR 2.5: # of meetings conducted between community councils and governmental entities³

Active engagement with citizens will provide information critical to responding to municipalities' needs. Community council-type groups such as Service Delivery Advisory Groups (SDAGs) provide additional mechanisms for citizen input in municipal decision-making. Continuous meetings between the municipality and these groups indicate the importance that the municipality, and in particular the mayor, give to citizens' input. During FY13, GDMA plans to adopt Municipal Advisory Boards (MABs). The MABs will assume the duties and responsibilities of the SDAGs as their scope under the GDMA plan is much broader. RAMP UP North will work closely with GDMA as well as the SDAGs to ensure a smooth transition.

Intermediate Result (IR) 3:

Increased Municipal Capacity to Enable, Support and Sustain Economic Growth

CLIN 3 / IR 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth
IR Indicator 3.1: # of Public Private Partnerships initiated through RAMP UP North
IR Indicator 3.2: % increase in total revenue generated
IR Indicator 3.3: % of businesses that obtain a license as a result of RAMP UP North support

IR 3.1: # of public private partnerships initiated as a result of RAMP UP North assistance

Public-Private Partnerships (PPPs) in target municipalities offer numerous potential benefits to municipalities and residents alike. PPPs can take a range of forms, from projects that offer services seen as beneficial or adding value to the private sector, to outsourcing, or capital investments that can serve private sector needs while generating increased revenues to the municipality. Establishing a PPP in each municipality, however, serves a larger purpose than merely increasing revenues or improving services; PPPs will expose municipalities to the *potential* that private sector can work on behalf of municipalities and citizens to increase efficiencies and improve services.

IR 3.2: % increase in total revenue generated

- Because municipalities in Afghanistan currently do not receive financial transfers from central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. Although indicator is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator, it is particularly prescient for RAMP UP North as any increases in own-source revenues can demonstrate two important developments: first, depending on the source, increases in revenues may indicate either an improved willingness by citizens to pay for services and/or an improvement in the municipalities' abilities to collect them; and second, increased revenues, depending on the source, can demonstrate an improved capacity to continuously generate revenues over time, increasing the sustainability of municipality's ability to serve its citizens in the long term.

IR 3.3: % of businesses that obtain a license as a result of RAMP UP North support

Increased tax registration and revenue collection is critical to sustainable service delivery. RAMP UP North will work with municipalities to assess business registration rate and enhance registration as appropriate using simple, paper registration form. A higher number of businesses registered will lead to increased revenues for the municipality.

Reporting Indicators:

In addition to measuring the progress of individual RAMP UP North's IRs, this PMP also includes a number of cross-cutting indicators, which support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2, **Governing Justly and Democratically** (GJD).

³ Mission Indicator

Reporting Indicators / FAF Strategic Goal Number 2: Governing Justly and Democratically	FAF Indicator
RI 1: # of government officials receiving RAMP UP North-supported anti-corruption training	FAF GJD 2.4-1
RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance	FAF GJD 2.3-3
RI 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues	FAF GJD 2.3-1
RI 4: # of mechanisms for external oversight of public resource use support	FAF GJD 2.4-3
RI 5: # of USG-supported anti-corruption measures implemented	FAF GJD 2.4-2

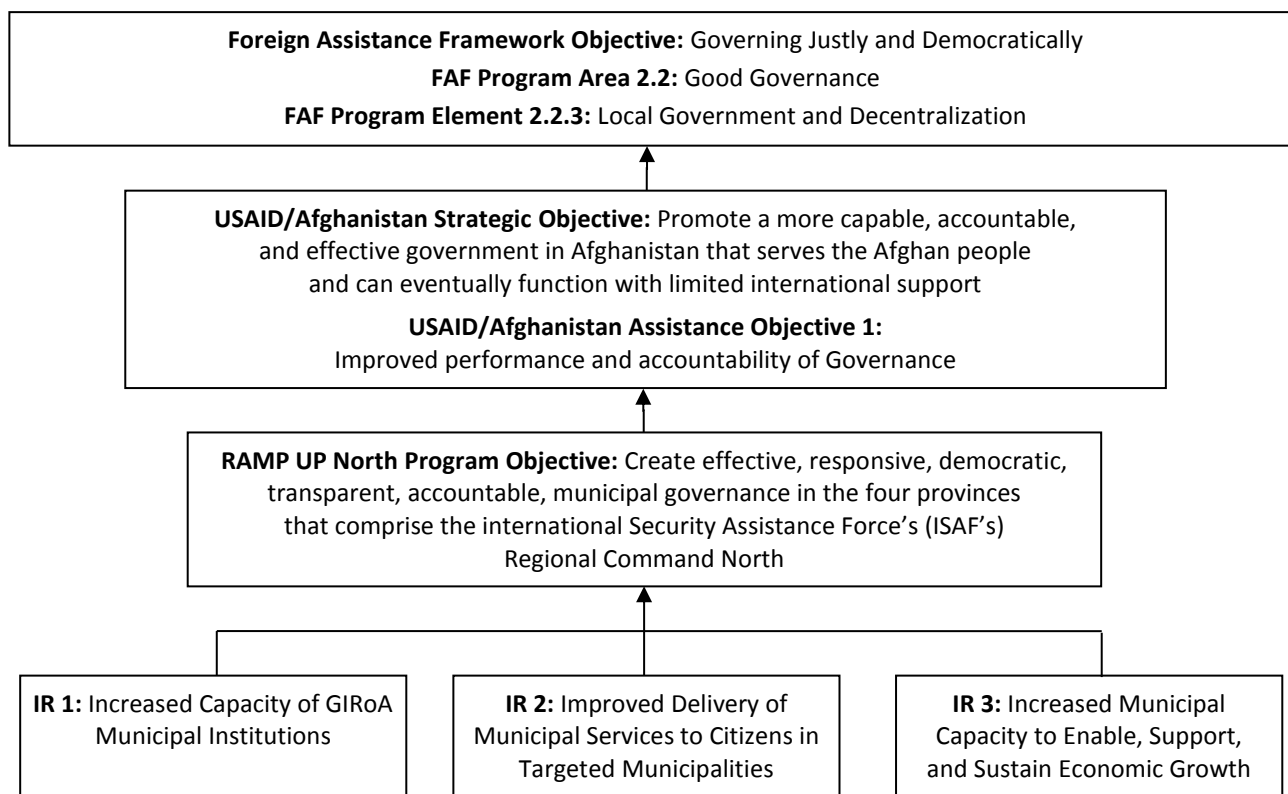
Operationalizing the PMP

During start-up, RAMP UP North prepared an assessment instrument to measure: (a) Civil society and business community perceptions of and experiences with municipal government; and (b) an expert internal evaluation of municipal processes, procedures, skills, practices, and assets. These assessments produced data needed to measure progress related to majority of outcome and project level impact indicators. The remaining indicator data will be collected by RAMP UP North staff directly as outlined in the data sheets below.

Because this PMP responds to a new and revised work plan, it has been organized as a new document. A change report table has been documented and included at the end of this report. The following results framework depicts the program objective and intermediate results and how they relate to the overall USAID | Afghanistan Mission and Foreign Assistance Framework Objectives.

Project Results Framework

The current Results Framework is based on the U.S. Foreign Assistance for Afghanistan Post Performance Management Plan 2011 - 2015



Indicators at a Glance

PROGRAM OBJECTIVE: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance		
IMPACT INDICATORS PO 1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services PO 2: % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better PO 3: % of civil society and business representatives who rate the performance of the municipal government in including them in decision-making as acceptable or better		
IR 1: INCREASED CAPACITY OF GIROA MUNICIPAL INSTITUTIONS IR 1.1: # of public budget meetings (hearings) organized with RAMP UP North assistance IR 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government IR 1.3: # of individuals who received RAMP UP North training to strengthen local government and/or decentralization IR 1.4: # of municipalities that improve their development budget execution rates over the previous fiscal year IR 1.5: # of municipalities that comply in a timely manner with existing GIROA requirements related to budget preparation	IR 2: DELIVERY OF MUNICIPAL SERVICES TO CITIZENS IN TARGETED MUNICIPALITIES IMPROVED IR 2.1: # number of projects completed with community and GIROA involvement* IR 2.2: % of sub-projects implemented that continue to be sustainable after completion IR 2.3: % of citizens with regular access to municipally-provided services improved with RAMP UP North assistance IR 2.4: # of citizens participating in local mechanisms to engage their sub-national government IR 2.5: # of meetings conducted between community councils and governmental entities*	IR 3: INCREASED MUNICIPAL CAPACITY TO ENABLE, SUPPORT, AND SUSTAIN ECONOMIC GROWTH IR 3.1: # of public-private partnerships formed as a result of RAMP UP North assistance IR 3.2: % increase in municipal revenue generated IR 3.3: % of registered businesses that obtain a license as a result of RAMP UP North support
REPORTING INDICATORS RI 1: # of government officials receiving RAMP UP North-supported anti-corruption training RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance RI 3: # of sub national governments receiving RAMP UP North assistance to increase their annual own-source revenues RI 4: # of mechanisms for external oversight of public resource use support RI 5: # of USG-supported anti-corruption measures implemented		

Indicator Reference Sheets

The following individual Indicator Reference sheets include detail on how to operationalize each indicator, including standards for data quality and collection schedules. These detailed sheets also provide a description and justification for each indicator, as well as a data acquisition plan, data quality and data analysis methodology.

Initially, targets were set to correspond to RAMP UP North contract years. However, given the changes in funding realities and the new end date of the program we have organized the targets into 3 periods corresponding to the timelines covered on our work plans: 1) **Period 1: February 7 – September 30, 2011**; 2) **Period 2: October 1, 2011– September 30, 2012** and 3) **Period 3: October 1, 2012 – March 31, 2014**. A summary of the indicators and targets is presented in the Performance Indicator Table (PIT) below:

Indicator	Baseline	P1 Target	P2 Target	P3 Target	Life of Project (LOP)
Program Objective					
PO 1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services	46.0%	NA	(+10%) 50.6%	(+10%) (55.7%)	+ 20% (55.7%)
PO 2: % of civil society and business representatives who rate the performance of the mayor in communicating with them as acceptable or better	51.2%	NA	+10% (56.3%)	+10% (62.0%)	+ 20% (62.0%)
PO 3: % of civil society and business representatives who rate the performance of the mayor in including them in decision-making as acceptable or better	35.6%	NA	+10% (39.2%)	+10% (43.1%)	+ 20% (43.1%)
CLIN 1 / IR 1: Increased Capacity of GIROA Municipal Institutions					
IR 1.1: # of public budget meetings (hearings) organized with RAMP UP North assistance	0	NA	9	9	18
IR 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government	0	2	5	6	6
IR 1.3: # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization	0	18	90	100	208
IR 1.4: # of municipalities that improve their development budget execution rates over the previous fiscal year	0	-	-	8	8
IR 1.5: # of municipalities that comply in a timely manner with existing GIROA requirements related to budget preparation.	NA	NA	8	9	9
CLIN 2 / IR 2: Improved Delivery of Municipal Services to Citizens in Targeted Municipalities					
IR 2.1: # of projects completed with community and GIROA involvement	NA	1	30	15	45
IR 2.2: % of projects implemented that continue to be sustainable after completion	NA	NA	70%	70%	70%
IR 2.3: % of citizens with regular access to municipality-provided services improved with RAMP UP North assistance	NA	NA	25%	50%	50%
IR 2.4: # of citizens participating in local mechanisms to engage their sub-national government	NA	250	450	3,600	4,300
IR 2.5: # of meetings conducted between community councils and governmental entities	NA	27	108	108	243
CLIN 3 / IR 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth					
IR 3.1: # of Public Private Partnerships initiated through RAMP UP North	NA	0	4	5	9
IR 3.2: % increase in total revenue generated	NA	NA	+15%	+20%	+20%
IR 3.3: % of registered businesses that obtain licenses as a result of RAMP UP North support	NA	NA	60%	70%	70%
Reporting Indicators / FAF Strategic Goal Number 2: Governing Justly and Democratically					
RI 1: # of government officials receiving RAMP UP North-supported anti-corruption training	NA	0	36	45	81
RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance	NA	9	9	12	12
RI 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues	NA	9	9	12	12
RI 4: # of mechanisms for external oversight of public resource use support	NA	1	9	3	3
RI 5: # of RAMP UP North-supported anti-corruption measures implemented	NA	-	-	12	12

RAMP UP North Indicator PO1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

Is this a USAID reporting indicator? No**DESCRIPTION****Precise Definition:**

People who respond "Excellent, Good or Acceptable" to the question: "How would you rate the overall quality of public services by the municipality?" asked as part of a qualitative focus group survey, targeting key members of civil society and business community.

Unit of Measure: Percentage**Calculation:****Numerator** = # of civil society and business representatives who respond acceptable or better**Denominator** = Total # of civil society and business representatives surveyed.**Disaggregated by:** Gender, Municipality, Focus Group Type**Activity(ies):** All activities.**Justification & Management Utility:**

To strengthen stability, the GIRoA must not only be active participants in development activities but must also be perceived as key to the delivery of RAMP UP North activities. If respondents perceive that GIRoA provides better services after RAMP UP North activities are completed, it shows that citizens feel their government officials are able to legitimately and actively provide them with services.

PLAN FOR DATA ACQUISITION**Data collection method:**

This information will be collected through a focus group survey targeting civil society and business community representatives, conducted on an annual basis. The baseline survey was done in 2011 and re-surveyed in November 2012. The next survey is planned for November 2013.

Data Source and Verification:**Source** – Focus Group Survey**Verification** – Survey data reviewed and spot-checked by M&E**Frequency and timing of data collection by project:** Annual - July 2011, November 2012, November 2013**Frequency and timing of data reporting to USAID:** FY11 Q3, FY12 Q2, FY13 Final Report**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):**

There are elements outside of RAMP UP North's control that will influence people's perceptions of GIRoA service quality regardless of RAMP UP North activity such as shifts in people's expectations, political affiliations or the ever changing security environment. RAMP UP North will mitigate these limitations by administering the survey with the same individuals involved in the first round of the survey. Another limitation is the small sample size and the lack of random selection, which may lead to a large margin of error.

Actions Taken or Planned to Address Data Limitations:

RAMP UP North will field test questionnaires for internal validity. Open ended questions will accompany each question to ensure that the respondent's answer is substantiated by specific actions and improvements that they have seen in the work of the municipality. This will help determine if there are outside elements that may have influenced the respondent's perception.

Date of Future Data Quality Assessments: February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:**

Data analysis will be done by RAMP UP North M&E and management team. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, Narrative**Review of Data:** Annually**Baseline data:** The first focus group survey, conducted July 2011 will serve as the baseline.**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
Period 1	47.0%	-	-	
Period 2	-	+ 10%	64%	+10% over Baseline
Period 3	-	+ 20%		+20% over Baseline

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP North Indicator PO2: % of civil society and business representatives who rate the performance of the municipal officials in communicating with them as acceptable or better

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

USAID Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition:

People who responded excellent, good, or acceptable to the question, "How would you rate the performance of the Mayor in providing services to people like you?" (Mayor represents municipal officials.)

Unit of Measure: Percentage

Calculation:

Numerator = # of civil society and business representatives who respond acceptable or better

Denominator = Total # of civil society and business representatives surveyed

Disaggregated by: Gender, Municipality, Focus Group Type

Activity(ies): All activities

Justification & Management Utility:

In order to strengthen stability, municipal officials must be active participants in development activities and perceived as striving to communicate with their citizens. If respondents perceive that municipal officials are making serious efforts to communicate with their constituents, it shows that the citizens believe their government officials are able to better represent their interests.

PLAN FOR DATA ACQUISITION

Data collection method:

This information will be collected through a focus group survey targeting 20 civil society and 20 business community representatives, conducted on an annual basis.

Data Source and Verification:

Source – Focus Group Survey

Verification – Survey data reviewed and spot-checked by M&E

Frequency and timing of data collection by project: Annual - July 2011, November 2012, November 2013

Frequency and timing of data reporting to USAID: FY11 Q3, FY12 Q3, FY13 Q4

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June 2011

Known Data Limitations and Significance (if any):

There are elements outside of RAMP UP North's control such as shifts in people's expectations, political affiliations or the ever changing security environment, that will influence people's perceptions of GIRA service quality regardless of RAMP UP North activity.

Actions Taken or Planned to Address Data Limitations: RAMP UP North will field test questionnaires for internal validity. Open ended questions will accompany each question to ensure that the respondent's answer is substantiated by specific actions and improvements that they have seen in the work of the municipality. This will help determine if there are outside elements that may have influenced the respondent's perception.

Date of Future Data Quality Assessments: February 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis:

Data analysis will be done by RAMP UP North M&E and management team. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, Narrative

Review of Data: Annually

Baseline data: The first opinion poll, conducted during July, 2011 will serve as the baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	53%	-	-	-
Period 2	-	+ 10%	36%	+10% over Baseline
Period 3	-	+ 20%		+20% over Baseline
Period 4	-			
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP North Indicator PO3: % of civil society and business representatives who rate the performance of the municipal officials in including them in decision-making as acceptable or better

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

USAID Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition:

Percent of citizens who responded "excellent", "good" or "acceptable" to the question: How would you rate the performance of the Mayor in including people like you in decision making?"(Mayor is representing municipal officials.)

Unit of Measure: Percentage

Calculation:

Numerator = # of civil society and business representatives who respond acceptable or better

Denominator = Total # of civil society and business representatives surveyed

Disaggregated by: Gender, Municipality, Focus Group Type

Activity(ies): All activities

Justification & Management Utility:

Municipal officials must communicate effectively with citizens in order to increase trust and support. If respondents indicate that the municipality, represented by the mayor, communicates with them effectively, it shows the degree of trust (based on % increase over baseline) and confidence that the municipality has in recognizing the importance of communicating to citizens and including them in decision making.

PLAN FOR DATA ACQUISITION

Data collection method: Focus group survey targeting civil society and business community representatives.

Data Source and Verification:

Source – Focus Group Survey

Verification – Survey data reviewed and spot-checked by M&E

Frequency and timing of data collection by project: Annual - July 2011, November 2012, November 2013

Frequency and timing of data reporting to USAID: FY11 Q3, FY12 Q2, FY13 Q4

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June 2011

Known Data Limitations and Significance (if any):

There are elements outside of RAMP UP North's control that will influence people's perceptions of GIRA service quality regardless of RAMP UP North activity.

Actions Taken or Planned to Address Data Limitations: RAMP UP North will field test questionnaires for internal validity.

Date of Future Data Quality Assessments: February 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis:

Data analysis will be done by RAMP UP North M&E and management team. Data will be compiled and tracked over time to measure changes in perception.

Presentation of Data: Table, Narrative

Review of Data: Annually

Baseline data: The first opinion poll, conducted during July 2011 will serve as the baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	39%	-	-	NA
Period 2	-	+ 10%	71%	+10% over Baseline
Period 3	-	+ 20%		+20% over Baseline
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP NORTH Indicator 1.1: # of public budget meetings (hearings) organized with RAMP UP North assistance**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 1: Increased capacity of GIROA Municipal Institutions**Is this a USAID reporting indicator?** No**DESCRIPTION****Precise Definition:**

Performance budgeting is a systematic process that allows a municipality to manage their financial resources in order to achieve specific results or objectives. Budget hearings are open town hall meetings where the municipality presents the budget plans and collects input from citizens on their needs and priorities.

Unit of Measure: Budget Meetings**Calculation:** Counting**Disaggregated by:** Province, Municipality, Participants (Citizens / Municipal Officials / Other), Gender**Activity(ies):** All**Justification & Management Utility:**

Transparency and openness by the local government to citizen inputs, expressed priorities and "street accountability" are essential elements of democratic local self-governance. Increasing levels of good governance at the sub-national level should contribute favorably to stability.

PLAN FOR DATA ACQUISITION**Data collection method:**

Program staff will attend and document the meetings. Sign in sheets might be used to count the number of people attending.

Data Source and Verification: Program Reports provided by Municipal Team Leaders and other program staff.**Source** – MTL / Program Reports**Verification** – Reports reviewed by M&E**Frequency and timing of data collection by project:** Weekly Municipal Team Leader reports**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):** NA**Actions Taken or Planned to Address Data Limitations:** NA**Date of Future Data Quality Assessments:** February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.**Presentation of Data:** Table**Review of Data:** Quarterly**Baseline data:** 0**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
Period 1	0	0	-	-
Period 2	-	18	9	Original plan was to have two public hearings one before and one after the approval of the budget but, due to the nature of the budget cycle, the target was changed to only 1 budget hearing
Period 3	-	24		One meeting per municipality per budget cycle.

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Indicator 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.07:** Stability sufficient for basic governance and sustainable development**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 1: Increased capacity of GIRoA Municipal Institutions**Is this a USAID reporting indicator?** Yes**DESCRIPTION****Precise Definition:**

Mechanisms include: 1) citizen forums; 2) jirgas / hearings; 3) opening/closing ceremonies; 4) media and public outreach training; 5) newsletter; 6) website; 7) report cards; 8) other. Citizen forums can be any community shura, citizen review board, committee or advisory group created with the purpose of participating in local decision-making.

Unit of Measure: Number of supported mechanisms**Calculation:** Counting**Disaggregated by:** Municipality, Mechanism Type, Instances Occurring Per Mechanism**Activity(ies):** All activities**Justification & Management Utility:**

Local government is essentially a service operation. As such, transparency and openness by the local government to citizen inputs, expressed priorities and "street accountability" are essential elements of democratic local self-governance. Increasing levels of good governance at the sub-national level should contribute favorably to stability.

PLAN FOR DATA ACQUISITION**Data collection method:**

Program staff report activities in their weekly report. Formal criteria achievement documentation signed by RAMP UP North as well as local government officials are scanned and attached by the programming team, reviewed by M&E and saved into TAMIS.

Data Source and Verification:**Source** – Consultation Reports, Report Cards, MTL Reports and other documents indicating participation.**Verification** – Reports reviewed by TPT, Data reviewed by M&E**Frequency and timing of data collection by project:** Weekly**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011

Known Data Limitations and Significance (if any): Data on number of mechanisms will not be difficult to gather; however, data quality on estimating the number of participants will prove challenging as many citizen engagement mechanisms will not require sign-in sheets.

Actions Taken or Planned to Address Data Limitations:

Attendance sheets and photos of the audience will provide an estimated number.

Date of Future Data Quality Assessments: February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.**Presentation of Data:** Table, Narrative**Review of Data:** Ongoing**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	2	-	Target assumes = / > 2 in each municipality (instances of occurrences for each mechanism counted separately)
Period 2	-	5	7	
Period 3	-	6		
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP NORTH Indicator 1.3: # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective 1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 1: Increased capacity of GIRoA Municipal Institutions**Is this a USAID reporting indicator?** No**DESCRIPTION****Precise Definition:**

Training refers to all functional training, regional workshops or educational events whether short-term or long-term, in-country or abroad. Individuals include both citizens and municipal officials

Unit of Measure: Number of individuals**Calculation:** Counting**Disaggregated by:** Gender, Municipality, Training Subject; Institution (municipal officials, citizen representatives)**Activity(ies):** All**Justification & Management Utility:**

Captures inputs that include training of individuals in, and helpful to, local governance and/or decentralization.

PLAN FOR DATA ACQUISITION**Data collection method:**

Municipal Team Leaders and the program staff will collect training attendance sheets at each training. The data is then verified by M&E staff and entered into TAMIS.

Data Source and Verification: Signed or finger-printed training attendance sheet/participant lists.**Source** – Attendance Sheets / Participation Lists (signed or finger-printed)**Verification** – Reports reviewed by Embedded Advisors and M&E**Frequency and timing of data collection by project:** Weekly**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):**

Attendance sheet sign in can be forged, especially when fingerprints are used. On occasion Afghans use slightly different names when signing in and so it is possible that one individual taking several trainings could be counted more than once.

Actions Taken or Planned to Address Data Limitations:

RAMP UP North site visits help increase the confidence in these attendance sheets when the number observed during the site visit match the number appearing on the sheet.

Date of Future Data Quality Assessments: February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Fingerprints and signatures are added up across attendance sheets.**Presentation of Data:** Table**Review of Data:** Quarterly**Baseline data:** 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Period 1	18		
Period 2	90	845	
Period 3	100		
THIS SHEET LAST UPDATED ON: June 1, 2013			

RAMP UP NORTH Indicator 1.4: # of municipalities that improve their development budget execution rates over the previous fiscal year

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

USAID Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 1: Increased capacity of GIRA Municipal Institutions

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition:

Budget execution rates refers to the amount of budget expended as compared with the amount budgeted by municipality.

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Municipality

Activity(ies): Technical support to budget preparation and execution, support to public budget hearings and technical support to the design and development of municipal projects in the development budget.

Justification & Management Utility:

Local government is essentially a service operation. As such, it is critical to the sustainability of municipal governance that they can plan and spend their allocated budget each year. Increasing capacity of government officials to do this should contribute favorably to stability.

PLAN FOR DATA ACQUISITION

Data collection method: RAMP UP North embedded advisors will collect scanned copies of annual municipal budget which will be submitted to and reviewed by the Technical Program Team (TPT) for comparison against the previous year.

Data Source and Verification:

Source – Embedded Advisor Reports, Annual Municipal Budgets

Verification – TPT review and verification

Frequency and timing of data collection by project: Annually

Frequency and timing of data reporting to USAID:

Annually (FY14 Q1 – Comprehensive reporting of this indicator assumes project extension.)

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any):

Corruption and inaccurate reporting at the municipal level. 1391 budget was only nine months in length.

Actions Taken or Planned to Address Data Limitations:

Fraud awareness training, deployment of modernized accounting and financial management system and increasing budget transparency through public budget hearings. 1391 expenditures were planned for the nine-month budget, thus execution rates should not be significantly impacted.

Date of Future Data Quality Assessments: January 2014

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: TPT will review 1392 budget against 1391.

Presentation of Data: Table

Review of Data: Annually

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Period 1	-	-	None
Period 2	-	-	None
Period 3	8		New Indicator
THIS SHEET LAST UPDATED ON: June 1, 2013			

RAMP UP NORTH Indicator 1.5: # of municipalities that comply in a timely manner with existing GIROA requirements related to budget preparation

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

USAID Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 1: Increased capacity of GIROA Municipal Institutions

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition:

GIROA requirements refer to the calendar sent by IDLG and MoF which includes deadlines for submitting budget and the approval process.

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Municipality

Activity(ies): Technical support to budget preparation.

Justification & Management Utility:

Local government is essentially a service operation. As such, it is critical to the sustainability of municipal governance that they can plan and spend their allocated budget each year. Increasing capacity of government officials to do this should contribute favorably to stability.

PLAN FOR DATA ACQUISITION

Data collection method: RAMP UP North embedded advisors will collect scanned copies of annual municipal budget and their transmittal letters which will be submitted to and reviewed by the Technical Program Team (TPT).

Data Source and Verification:

Source – Embedded Advisor Reports, Annual Municipal Budgets

Verification – TPT review and verification

Frequency and timing of data collection by project: Annually

Frequency and timing of data reporting to USAID:

Annually

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: NA

Known Data Limitations and Significance (if any):

Corruption and inaccurate reporting at the municipal level. 1391 budget was only nine months in length.

Actions Taken or Planned to Address Data Limitations:

Fraud awareness training, deployment of modernized accounting and financial management system and increasing budget transparency through public budget hearings. 1391 expenditures were planned for the nine-month budget, thus execution rates should not be significantly impacted.

Date of Future Data Quality Assessments: January 2014

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: TPT will review 1392 budget against 1391.

Presentation of Data: Table

Review of Data: Annually

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Period 1	-	-	
Period 2	8	-	Though not tracked last period, we have back up documents that show that all 9 municipalities complied with the deadlines
Period 3	9		
THIS SHEET LAST UPDATED ON: June 1, 2013			

RAMP UP North Indicator 2.1: # of projects completed with community and GIRoA involvement**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance .**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 2: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved**Is this a USAID reporting indicator?** Yes**DESCRIPTION****Precise Definition:**

Involvement is defined as active participation across project planning, implementation and evaluation. Planning means the identification and/or endorsement of projects by community representatives including identifying beneficiaries, identifying project site locations, and possible implementing partners. Implementation means community representatives make site visits to the project sites and are involved in solving project issues as they arise and monitoring the project. Evaluation is the comparison of actual project impact with the agreed activity outcomes. Community representatives are members of the local community who have been selected to represent the community at a meeting or gathering

Unit of Measure: Projects**Calculation:** Counting**Disaggregated by:** Municipality**Activity(ies):** All activities**Justification & Management Utility:**

In order to strengthen legitimacy, the GIRoA must not only be active participants in development activities, but also in a number of substantive ways. Citizen's involvement on municipal decision making will increase their trust and confidence that the GIRoA can represent their interests.

PLAN FOR DATA ACQUISITION**Data collection method:** Project office and MTL Weekly reports.

Data Source: Project documentation that links specific government officials to activities. Supporting data includes letters of support for municipal service delivery activities from governmental counterparts as well as qualitative narrative data pulled from notes on coordination. Citizens groups meeting notes will also be collected. Field Monitoring Reports and photos will also be used to document the participation of GIRoA representatives.

Frequency and timing of data collection by project: Collected as part of the project documentation for all activities.**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):** NA**Actions Taken or Planned to Address Data Limitations:**
NA**Date of Future Data Quality Assessments:** December 2011**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:**

Signatures and minutes from community meetings about the project, governmental plans, and monitoring reports will be attached with project documentation and reviewed on a periodic basis.

Presentation of Data: Table**Review of Data:** Quarterly**Baseline data:** 0**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
Period 1	0	1		
Period 2	-	30	9	9 Completed, 9 Ongoing
Period 3	-	35		The life of project results is expected to be 45

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Indicator 2.2: % of sub-projects implemented that continue to be sustainable after completion**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved**Is this a USAID reporting indicator?** No**DESCRIPTION****Precise Definition:**

Refers to projects implemented with community and GIROA involvement that continue to be sustainable 3 months after substantial project completion. Sustainable means that the municipality has the resources (human and financial) or has contracted out the services, so that it is able to provide the same level of quality service as done with RAMP UP North assistance.

Unit of Measure: Percentage**Calculation:****Numerator:** Number of projects sustainable**Denominator:** Total number of projects implemented**Disaggregated by:** Municipality**Activity(ies):** All activities**Justification & Management Utility:**

A municipality that is able to provide services at a high level of quality is more likely to gain the trust and confidence of its citizens and their willingness to pay taxes. Sustainable services means that municipal officials have the skills and the resources to provide services, indicating the successful efforts of RUN in capacity building and service delivery improvements.

PLAN FOR DATA ACQUISITION**Data collection method:**

Program staff (Municipal Team Leaders, Embedded Advisors, M&E Staff) will monitor the project 3 months after substantial completion and prepare a report.

Data Source and Verification: Program staff report, pictures, municipal documents.**Frequency and timing of data collection by project:** Weekly (as projects are completed)**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COTR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):**

Municipalities will try to present the project as sustainable.

Actions Taken or Planned to Address Data Limitations:

RAMP UP North staff site visits accompanied with pictures as well as interviews with beneficiaries will help mitigate that limitation.

Date of Future Data Quality Assessments: February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:**

Review of municipal budget with respect to the select service, reports accompanied by pictures and calls to members of SDAG, review of the PPPs created.

Presentation of Data: Table/Narrative**Review of Data:** Quarterly**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	N/A	-	
Period 2	-	70%	100%	
Period 3	-	70%		
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP NORTH Indicator 2.3: % of citizens with regular access to municipally-provided services improved with RAMP UP North assistance

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

USAID Afghanistan Assistance Objective A.O1: Improved Performance and Accountability of Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 2: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition:

Municipally provided services include services such as irrigation/wells, construction of municipal roads, trash collection and disposal, maintenance of roads/streets/residential areas, city transportation, repairing and maintaining ditches, construction and maintenance of green spaces. RAMP UP North will only monitor those services where assistance is being provided.

Unit of Measure: Number

Calculation:

Nominator: Number of citizens with improved services provided with the support of RUN

Denominator: Total number of citizens in the municipality

Disaggregated by: Municipality

Activity(ies): All

Justification & Management Utility:

The primary objective of RAMP UP North is to contribute to increased citizen satisfaction with municipal government. Popular support for municipal governance is highly dependent on the responsiveness, value, and quality of services provided by the municipality. When citizens have increased access to basic and essential services provided by their municipality they will be more likely to indicate increased satisfaction with the municipal government.

PLAN FOR DATA ACQUISITION

Data collection method: Data will be collected for each service delivery improvement project after completion of the project.

Data Source and Verification: RAMP UP North project documents, field monitoring reports

Frequency and timing of data collection by project: Weekly (as projects are completed)

Frequency and timing of data reporting to USAID: FY 2011 Q3, FY 2012 Q2, FY13 Final Report

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June, 2011

Known Data Limitations and Significance (if any):

Depending on the type of service it might be difficult to precisely determine the beneficiaries, because a wider community might benefit from that public service. Beneficiaries will be estimated based on project location and CSO Population data in collaboration with municipal officials and SDAG members who will help to identify the reach of the service.

Actions Taken or Planned to Address Data Limitations:

Count the beneficiaries that are directly affected and also account for the indirect beneficiaries. Present them separately.

Date of Future Data Quality Assessments, February 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data analysis will be a collaboration of RAMP UP North M&E staff.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: The beneficiary numbers at project inception will be used as baseline.

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	-	-	-	
Period 2	-	25%	33%	
Period 3	-	50%		

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national government**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result: Delivery of Municipal Services to Citizens in Targeted Municipalities Improved**Is this a USAID reporting indicator?** No**DESCRIPTION****Precise Definition:**

Mechanisms are explained under indicator 1.2 and include citizen advisory committees, jirgas, community councils, hearings, open meetings, web sites, report cards, citizen review boards.

Unit of Measure: Number of citizens**Calculation:** Counting**Disaggregated by:** Gender, Municipality, Mechanism Type**Activity(ies):** All**Justification & Management Utility:**

Captures involvement of citizens in municipal-decision making which ultimately indicates increase of GIRA legitimacy

PLAN FOR DATA ACQUISITION**Data collection method:**

Municipal Team leaders and embedded advisors collect data at activities. The data is then entered into TAMIS and verified by M&E team

Data Source and Verification: Attendance Sheets / Participant Lists (signed or finger printed), Photos**Frequency and timing of data collection by project:** Weekly**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June, 2011**Known Data Limitations and Significance (if any):**

Attendance sheets can be forged, especially when fingerprints are used. Double counting might be possible as citizens might come to multiple types of mechanism and it would be difficult to always identify them.

Actions Taken or Planned to Address Data Limitations: RAMP UP North site visits help increase the confidence in these attendance sheets. These sheets will be compared to reduce double counting.**Date of Future Data Quality Assessments:** February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Fingerprints and signatures are added up across attendance sheets. Pictures will be used as well.**Presentation of Data:** Table**Review of Data:** Quarterly**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	250		
Period 2	-	450	4,038	
Period 3		3,900		The target has been reduced as the number of public hearings would not be as high as last year. All the municipalities have a target based on last year's results: Aybak (200); Faizabad (400) Kunduz (500) Maymana (350) Mazar (700) Pul-e-Kuhmri (300), Ras-e-Pul (300) Sheberghan (350) Taloqan (500) and 100 for each district municipality

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Indicator 2.5: Number of meetings conducted between community councils and governmental entities**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:** Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.**RAMP UP North Intermediate Result:** Delivery of Municipal Services to Citizens in Targeted Municipalities Improved**Is this a USAID reporting indicator?** Yes**DESCRIPTION****Precise Definition:**

Community council refer to a group representing the citizens. For RAMP UP North it may include service delivery improvement advisory groups, economic development advisory group, and other identified beneficiaries groups such as *kalanters*, gender associations, market associations.

Unit of Measure: Number of meetings**Calculation:** Counting**Disaggregated by:** Municipality, Council Type**Activity(ies):** All**Justification & Management Utility:** Captures involvement of citizens in municipal-decision making which ultimately indicates increased trust they have in GIRoA.**PLAN FOR DATA ACQUISITION****Data collection method:**

Municipal Team leaders and embedded advisors collect data at activities. The data is then verified by M&E team and entered into TAMIS.

Data Source and Verification: Signed attendance sheets, pictures at ceremonies.**Frequency and timing of data collection by project:** Weekly**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COTR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June, 2011**Known Data Limitations and Significance (if any):**

Attendance sheet sign in can be forged, especially when fingerprints are used. Double counting might be possible as citizens might come to multiple types of mechanism and it would be difficult to always identify them.

Actions Taken or Planned to Address Data Limitations:

RAMP UP North site visits help increase the confidence in these attendance sheets. These sheets will be compared to reduce double counting.

Date of Future Data Quality Assessments: February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Fingerprints and signatures are added up across attendance sheets.**Presentation of Data:** Table**Review of Data:** Quarterly**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	27		Since this is a new indicator only the last 2 months were tracked.
Period 2	-	108	113	1 per month for each of 9
Period 3	-	108		1 per month for each of 9
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP NORTH Indicator 3.1: # of Public-Private Partnerships initiated as a result of RAMP UP North assistance**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth**Is this a USAID reporting indicator?** Yes**DESCRIPTION****Precise Definition:**

A publicprivate partnership is a government service or private business venture which is funded and operated through a partnership between the municipality and one or more private sector companies or individuals. Usually there is a contract between the municipality and a private party in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project.

Unit of Measure: Number**Calculation:** Counting**Disaggregated by:** Municipality,**Activity(ies):** Activities related to municipal economic development and service delivery improvements**Justification & Management Utility:**

Building municipal capacity means exposing decision makers to various ways of providing municipal services. For Afghan municipalities, whose municipal resources are very limited and not necessarily sustainable, partnerships with the private sector may be the only way to provide or to increase the level of municipal services. Measuring this indicator will accomplish several things: (1) it will encourage municipalities to evaluate alternative ways of providing traditional and/or services, (2) it will demonstrate to the communities that their municipal officials are attempting to improve current service levels by evaluating potential business partners

PLAN FOR DATA ACQUISITION**Data collection method:**

Program staff. File review and content analysis. Identification of various PPP activities in TAMIS where multiple selections can be made and copies of project agreements and contracts are kept.

Data Source and Verification: MTL / Program Staff Reports, Municipal Documentation**Frequency and timing of data collection by project:** Weekly (as partnerships are developed)**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):** None**Actions Taken or Planned to Address Data Limitations:** None**Date of Future Data Quality Assessments:** February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.**Presentation of Data:** Table**Review of Data:** Ongoing**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	0	0	Goal is at least one per each provincial municipality over the life of the project. While we did not finish the PPPs in period 2, the 4 are under way and we plan to reach the target of 9 by the end of the project
Period 2	-	4	0	
Period 3	-	5		

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Indicator 3.2: % increase in total municipal revenue generated**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth**Is this a USAID reporting indicator?** No**DESCRIPTION****Precise Definition:**

For the purposes of RAMP UP North, data will be collected from municipalities' revenue departments, with information on revenues that will be derived primarily from taxes, fees and revenue generated on land sales, leases, or other assets.

Unit of Measure: Percentage**Calculation:****Numerator** = reported and documented revenue generated at each option year**Denominator** = reported and documented baseline figures of revenue generated at the FY11**Disaggregated by:** Municipality**Activity(ies):** All**Justification & Management Utility:**

Increasing revenue trends indicate citizens are willing to pay for municipality provided services and/or increased efficiency in a municipality's ability to collect revenues and/or better record keeping or lastly, could represent a reduction in corruption.

PLAN FOR DATA ACQUISITION**Data collection method:** Program staff review of governmental records and activity reports.**Data Source and Verification:**

MTL / Program Reports, Municipal Documentation

Frequency and timing of data collection by project: Annually**Frequency and timing of data reporting to USAID:** Annually**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June, 2011**Known Data Limitations and Significance (if any):**

Records may not be furnished or made available to project teams; if financial records provided they may not be verifiable.

Actions Taken or Planned to Address Data Limitations:

RAMP UP North is negotiating compliance terms with IDLG to limit municipal non-participation in such activities.

Date of Future Data Quality Assessments: February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.**Presentation of Data:** Table**Review of Data:** Ongoing**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	-	-	-	-
Period 2	-	+ 15%	37.6%	-
Period 3		+ 20%		Increase over FY12
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP NORTH Indicator 3.3: % of businesses that obtain a license as a result of RAMP UP North support**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**USAID Afghanistan Assistance Objective A.O1.:** Improved Performance and Accountability of Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP North Intermediate Result 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth**Is this a USAID reporting indicator?** No**DESCRIPTION****Precise Definition:**

Refers to license issued by the municipality to the businesses operating in the area. Number of unregistered businesses will be determined by RAMP UP North using a survey. Registration can be done using a paper form. . Businesses are grouped or classified by trade or type and number of employees according to regulations promulgated by the MoC and MoF. The data entry forms replicate the paper forms approved by IDLG/GDMA for business registration

Unit of Measure: Number**Calculation:****Numerator:** Number of businesses that have registered and obtained license**Denominator:** Total number of unregistered businesses as identified by RAMP UP North survey**Disaggregated by:** Municipality**Activity(ies):** All activities.**Justification & Management Utility:**

In order to strengthen stability, the municipalities must be able to generate revenues. More businesses registered leads to higher tax revenues and limited opportunities for corruption. Under the old system of business registration, shopkeepers paid the license fees directly to municipal officials or business kalantars. This system is subject to widespread corruption. Under the new system, the businesses are issued a tax bill that is paid directly to the bank designated by the municipality, rather than to municipal or district officials or kalantars, thereby significantly reducing opportunities for corruption.

PLAN FOR DATA ACQUISITION**Data collection method:** This information is collected through municipal official data on registration**Data Source and Verification:** Municipal official reports**Frequency and timing of data collection by project:** Weekly**Frequency and timing of data reporting to USAID:** Quarterly (based on Afghan Fiscal Year)**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June 2011**Known Data Limitations and Significance (if any):** None**Actions Taken or Planned to Address Data Limitations:** None**Date of Future Data Quality Assessments:** February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** RAMP UP North team**Presentation of Data:** Table, Narrative**Review of Data:** Quarterly**Baseline data:** Number of businesses registered prior to RAMP UP North support will serve as baseline.**PERFORMANCE INDICATOR VALUES**

Year	Baseline	Target	Actual	Notes
Period 1	NA	-	-	Baseline data collected Afghan Fiscal Year 1390
Period 2	-	60%	40.14%	During this reporting period, the Afghan Fiscal Year was shortened to 9 months.
Period 3	-	70%		

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Reporting Indicator 1: # of government officials receiving USG-supported anti-corruption training**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**FAF Program Element:** Good Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

Is this a USAID reporting indicator? Yes**DESCRIPTION****Precise Definition:**

Persons must be employed by the government of Afghanistan. Training refers to all training or education events whether short-term or long-term, in-country or abroad. Trainings that include modules of anti-corruption will be counted

Unit of Measure: Number of individuals**Calculation:** Counting**Disaggregated by:** Gender, Municipality**Activity(ies):** All**Justification & Management Utility:**

Captures trainings that focus on transparency and anti-corruption tools. More highly trained officials are essential to anti-corruption strategies.

PLAN FOR DATA ACQUISITION**Data collection method:**

Municipal Team Leaders and the Training Specialist will collect training attendance sheets at each training event. The data is then verified by M&E team and entered into TAMIS.

Data Source and Verification: Attendance Sheets / Participant Lists (signed or finger-printed)**Frequency and timing of data collection by project:** Weekly**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June, 2011**Known Data Limitations and Significance (if any):** Attendance sheet sign in can be forged, especially when fingerprints are used.**Actions Taken or Planned to Address Data Limitations:** RAMP UP North site visits help increase the confidence in these sheets when the amount observed during the site visit match the amount appearing on the sheet.**Date of Future Data Quality Assessments:** February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Fingerprints and signatures are added up across attendance sheets.**Presentation of Data:** Table**Review of Data:** Quarterly**Baseline data:** 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	0	-	-
Period 2	-	36	407	-
Period 3	-	45		
THIS SHEET LAST UPDATED ON: June 1, 2013				

RAMP UP NORTH Reporting Indicator 2: Number of sub-national government entities receiving RAMP UP North assistance to improve their performance

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

FAF Program Element: Good Governance

RAMP UP North Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

Is this a USAID reporting indicator? Yes

DESCRIPTION

Precise Definition: "Sub-national government entities" refers to municipalities for the purpose of RAMP UP North program. Services on which they might be working to improve performance include public sanitation, parks, public latrines, street lighting, regulation and operation of public markets, street or road maintenance, drainage, bus and taxi stations, planning and regulation of land use.

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Province, Municipality

Activity(ies): All activities

Justification & Management Utility: Captures work done to improve performance of municipality, a key component to increasing government performance and responsiveness to the citizens of its community. This indicator relates to RAMP UP North assistance to these entities.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff collection of activity reports

Data Source and Verification:

Source - MTL Reports, Program Documentation (including MOUs)

Verification – Program staff reports reviewed and verified by M&E

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June 2011

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: February 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	9		-
Period 2	-	9	9	-
Period 3	-	12		

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Reporting Indicator 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

FAF Program Element: Good Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

Is this a USAID reporting indicator? Yes

DESCRIPTION

Precise Definition:

'Sub-national governments' refers to municipalities. Annual own-source revenues are calculated by adding taxes and fees levied by sub-national governments (receiving RAMP UP North assistance)

Unit of Measure: Number of sub-national governments

Calculation: Counting

Disaggregated by: Province, Municipality

Activity(ies): All

Justification & Management Utility:

Annual own-source revenues as a percent of GDP is a measure of sub-government fiscal autonomy. An appropriate degree of fiscal autonomy is essential if citizens are to hold sub-national elected officials accountable for sub-national public decision-making.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff review of governmental records, activity reports and verification through site visits.

Data Source and Verification:

Source - MTL Reports, Government Records

Verification – Reviewed and verified by TPT and M&E staff

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June, 2011

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: February 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES				
Year	Baseline	Target	Actual	Notes
Period 1	0	9	-	-
Period 2	-	9	9	-
Period 3	-	12		

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Reporting Indicator 4: # of mechanisms for external oversight of public resource use supported**Foreign Assistance Framework (FAF) Functional Objective:** Governing Justly and Democratically**FAF Program Element:** Good Governance**RAMP UP North Project Objective:**

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

Is this a USAID reporting indicator? Yes**DESCRIPTION****Precise Definition:**

Mechanisms for external oversight include Citizen Forums (Service Delivery Advisory Groups / Municipal Advisory Boards), Budget Meetings / Hearings and Project-based beneficiary groups.

Unit of Measure: Number of mechanisms**Calculation:** Counting**Disaggregated by:** Province, Municipality**Activity(ies):** All**Justification & Management Utility:**

This indicator focuses on the essential elements of transparency and external accountability in anti-corruption programming and refers to USG assistance aimed at strengthening those mechanisms.

PLAN FOR DATA ACQUISITION**Data collection method:**

Program staff will identify mechanisms supported by RAMP UP North activities in TAMIS. One or more mechanisms can be selected. Formal mechanism achievement documentation will be signed by RAMP UP North as well as local government officials and then will be scanned and attached by the programming team into TAMIS.

Data Source and Verification:**Source** - MTL / Staff Reports, Government Documentation**Verification** – Program staff reports reviewed and verified by M&E**Frequency and timing of data collection by project:** Quarterly**Frequency and timing of data reporting to USAID:** Quarterly**Estimated Cost of Data Acquisition:** Part of program management.**Individual responsible at USAID:** USAID/COR**Individual responsible for providing data to USAID:** RAMP UP North M&E Advisor**Location of Data Storage:** Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** June, 2011**Known Data Limitations and Significance (if any):****Actions Taken or Planned to Address Data Limitations:** none**Date of Future Data Quality Assessments:** February 2013**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.**Presentation of Data:** Table**Review of Data:** Quarterly**Baseline data:** 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Period 1	1	-	-
Period 2	9	3	3 mechanisms used 113 times across 9 municipalities.
Period 3	3		At least two mechanisms used per municipality.

THIS SHEET LAST UPDATED ON: June 1, 2013

RAMP UP NORTH Reporting Indicator 5: # of RAMP UP North-supported anti-corruption measures implemented

Foreign Assistance Framework (FAF) Functional Objective: Governing Justly and Democratically

FAF Program Element: Good Governance

RAMP UP North Project Objective:

Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

Is this a USAID reporting indicator? Yes

DESCRIPTION

Precise Definition:

Anti-corruption measures may include new laws, regulations, procedures, consultative mechanisms, oversight mechanisms, investigative/prosecutorial initiatives, public information initiatives, civil society initiatives, and other measures taken (in any sector) with the objective of increasing transparency about public decision making, conflict of interest, resource allocation, etc. decreasing impunity for corrupt acts; increasing demand for reform or awareness of the problem; increasing knowledge about corruption and its costs; and reducing opportunities for corruption. Implementation requires that the measure be adopted, that organizational arrangements be put in place, financial and human resources allocated, and that observable steps are taken to initiate implementation and repeated, continued or/and expanded to demonstrate that implementation is continuing.

Unit of Measure: Number of anti-corruption measures implemented.

Calculation: Cumulative counting

Disaggregated by: Municipality, Province

Activity(ies): All

Justification & Management Utility:

This indicator captures progress on a broad range of program approaches to fighting corruption

PLAN FOR DATA ACQUISITION

Data collection method:

Program staff will identify training and capacity building activities supported by RAMP UP North that address anti-corruption. Attendance sheets and or reports will be verified, scanned and saved into TAMIS, Hard Copy and Soft Copy on the local shared drive.

Data Source and Verification:

Source - MTL / Staff Reports

Verification – Program staff reports reviewed and verified by M&E

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: Part of program management.

Individual responsible at USAID: USAID/COR

Individual responsible for providing data to USAID: RAMP UP North M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers, Hard Copy, Local Program Shared Drive

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: June 2011

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: February 2012

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP North activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
Period 1	-	-	-
Period 2	-	-	-
Period 3	12		At least one per municipality

THIS SHEET LAST UPDATED ON: June 1, 2013

Performance Indicator Targets

Performance Indicator	Data Disaggregation	Baseline Year	Baseline Value	Data Source	Data Collection / Report Frequency	P1 Target	P2 Target	P3 Target	Life of Project (LOP)
PO 1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services	Gender, Municipality, Focus Group Type	2011	46.0%	Focus Group Surveys (Civil Society / Business Community)	Annual / Annual	NA	+10%	+20%	+20%
PO 2: % of civil society and business representatives who rate the performance of the mayor in communicating with them as acceptable or better	Gender, municipality, Focus Group Type	2011	51.2 %	Focus Group Surveys (Civil Society / Business Community)	Annual / Annual	NA	+10%	+20%	+20%
PO 3: % of civil society and business representatives who rate the performance of the mayor in including them in decision-making as acceptable or better	Gender, Municipality, Focus Group Type	2011	35.6 %	Focus Group Surveys (Civil Society / Business Community)	Annual / Annual	NA	+10%	+20%	+20%
1.1 # of budget meetings (hearings) organized with RAMP UP North assistance	Province, Municipality	2011	0	MTL Reports	Weekly / Quarterly	NA	9	9	27
1.2 # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government	Municipality, Mechanism Type, Instances per Mechanism	2011	0	Consultation Reports, Report Cards, MTL Reports, Other documents	Weekly / Quarterly	2	5	6	6
1.3 # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization	Gender, Municipality, Training Subject, Institution	2011	0	Attendance / Participation Sheets	Weekly / Quarterly	18	90	100	208
1.4 # of municipalities that improve their development budget execution rates over the previous fiscal year	Municipality	2013	0	Embedded Advisor, Annual Municipal Budgets	Annual / Annual	-	-	8	8
IR 1.5: # of municipalities that comply in a timely manner with existing GIRA requirements related to budget preparation.	Municipality	2013	0	Embedded Advisor, Annual Municipal Budgets	Annual / Annual	NA	8	9	9
2.1 # number of projects completed with community and GIRA involvement	Municipality	2011	0	Project Documentation, Citizen Group Meeting Notes, Field Monitoring / MTL Reports	Weekly – Ongoing / Quarterly	1	30	14	45
2.2 % of projects implemented that continue to be sustainable after completion	Municipality	2011	0	MTL / Staff Reports, Municipal Documentation	Weekly / Quarterly	NA	70%	70%	70%
2.3 % of citizens with regular access to municipally-provided services improved with RAMP UP North assistance	Municipality	2011	N/A	MTL / Field Monitoring Reports	Weekly / Quarterly	NA	25%	50%	30%

2.4 # of citizens participating in local mechanisms to engage their sub-national government	Gender, Municipality, Local Mechanism Type	2011	0	Attendance Sheets, Photos	Weekly / Quarterly	250	450	3,600	4,300
2.5 # of meetings conducted between community councils and governmental entities	Municipality, Council Type	2011	0	Attendance Sheets, Photos	Weekly / Quarterly	27	108	108	243
3.1 # of public-private partnerships initiated as a result of RAMP UP North assistance	Municipality	2011	0	MTL / Program Reports, Municipal Documentation	Weekly / Quarterly	0	4	5	9
3.2 % increase in municipal revenue generated	Municipality	2011	0	MTL / Program Reports, Program Documentation, Municipal Documents	Annually / Annually	0	+15%	+20%	20%
3.3 % of registered businesses that register and obtain license as a result of RAMP UP North support	Municipality	2011	0	Municipal Reports	Weekly / Quarterly	0	60%	70%	70%
RI 1 # of government officials receiving RAMP UP North-supported anti-corruption training	Province, Municipality, Gender	2011	0	MTL Reports, Attendance Sheets / Participants Lists (signed or finger printed)	Weekly / Quarterly	0	36	45	81
RI 2 # of sub-national government entities receiving RAMP UP North assistance to improve their performance	Province, Municipality	2011	0	MTL Reports, Program Documentation	Quarterly / Quarterly	9	9	12	12
RI 3 # of sub national governments receiving RAMP UP North assistance to increase their annual own-source revenues	Province, Municipality	2011	0	MTL Reports, Municipal Documentation	Quarterly / Quarterly	9	9	12	12
RI 4 # of mechanisms for external oversight of public resource use supported	Province, Municipality	2011	0	MTL / Staff Reports, Municipal Documentation	Quarterly / Quarterly	1	9	3	3
RI 5 # of USG-supported anti-corruption measures implemented	Province, Municipality	2012	0	MTL / Staff Reports	Weekly / Annually	-	-	12	12

PMP Change Report

Item	Source Document /Date and/or Version	Previous Description	Status	Revision	Comments	Date of Change/Date of approval
IR 1.1	PMP / December 2011(approved on February 16, '12)	# of municipalities with functioning accounting systems	Deleted	NA	Replaced with indicators that are focused on budget preparation and budget execution rates	Effective upon approval of FY13 revised PMP.
IR 1.2	PMP/ December 2011	IR 1.2 # of budget meetings (hearings) organized with RU-N assistance	Revised	IR 1.1 # of budget meetings (hearings) organized with RAMP UP North assistance	Minor change in wording.	Effective upon approval of FY13 revised PMP.
IR 1.3	PMP/ December 2011	IR 1.3 # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government	Revised	IR 1.3 # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government	Minor change in wording.	Effective upon approval of FY13 revised PMP.
IR 1.4	PMP/ December 2011	IR 1.4 # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government		IR 1.3 # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization	Minor change in wording.	Effective upon approval of FY13 revised PMP.
IR 1.4	NA	NA	Added	IR 1.4 # of municipalities that improve their budget development execution rates over the previous fiscal year	New Indicator	Effective upon approval of FY13 revised PMP.
IR 1.4	PMP December 2012	RAMP UP NORTH Indicator 1.4: # of municipalities that improve their budget development execution rates over the previous fiscal year	Revised	RAMP UP NORTH Indicator 1.4: # of municipalities that improve their development budget execution rates over the previous fiscal year	Change in wording.	Effective upon approval of revised PMP.
IR 2.2	PMP/ December 2011	2.2: % of sub-projects implemented that continue to be sustainable 3/6 months after completion	Revised	2.2: % of projects implemented that continue to be sustainable after completion	Dropped second sustainability survey scheduled for 6-months.	Effective upon approval of FY13 revised PMP.
IR 2.3	PMP/ December 2011	2.3: % of households with regular access to municipality-provided services improved with RU-N assistance	Revised	2.3: % of citizens with regular access to municipality-provided services improved with RAMP UP North assistance	Minor change in wording.	Effective upon approval of FY13 revised PMP.
IR 3.1	PMP/ December 2011	3.1: # of public private partnerships formed as a result of RU-N assistance	Revised	3.1: # of Public Private Partnerships (PPPs) initiated through RAMP UP North	Minor change in wording.	Effective upon approval of FY13 revised PMP.
IR 3.3	PMP/ December 2011	3.3: % of unregistered businesses that register and obtain a license as a result of RU-N support	Revised	3.3: % of registered businesses that obtain a license as a result of RAMP UP North support	Minor change in wording.	Effective upon approval of FY13 revised PMP.
R1	PMP/	R1: # of government officials	Revised	R1: # of government officials	Minor change in wording.	Effective upon approval of FY13 revised PMP.

	December 2011	receiving RU-N-supported anti-corruption training		receiving RAMP UP North-supported anti-corruption training		
R2	PMP/ December 2011	R2: # of sub-national government entities receiving RU-N assistance to improve their performance	Revised	R2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance	Minor change in wording.	Effective upon approval of FY13 revised PMP.
R3	PMP/ December 2011	R3: # of sub-national governments receiving RU-N assistance to increase their annual own-source revenues	Revised	R3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues	Minor change in wording.	Effective upon approval of FY13 revised PMP.
R4	PMP/ December 2011	R4: # of mechanisms for external oversight of public resource use support	Dropped	NA	NA	Effective upon approval of FY13 revised PMP.
R5	NA	NA	Added	R5: Number of USG-supported anti-corruption measures implemented	New Indicator	Effective upon approval of FY13 revised PMP.